# Development of a Project Cost Estimating Capability

# NASA Cost Symposium August 12, 2014

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Booz | Allen | Hamilton



## **Outline**



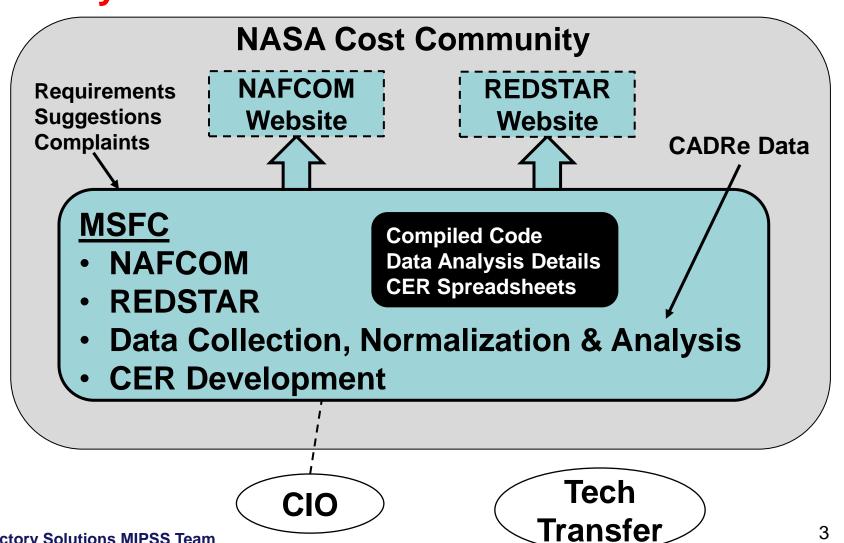
- A New Universe
- Overview of the Requirements and Architecture
- Overview of v1
- The Challenges
- Way Forward



## The NAFCOM Universe



## **Closed System**

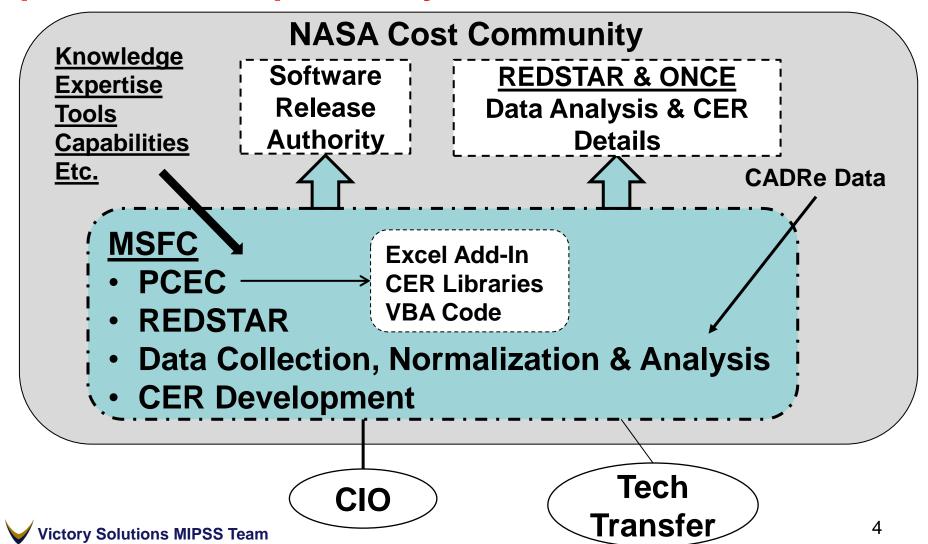




## The PCEC Universe



## **Open and Transparent System**





## **PCEC** Requirements



- The PCEC team formed a PCEC Steering Committee to guide, define, and develop core requirements
  - Total of 25 Requirements Spread over 3 Levels

## Key Attributes:

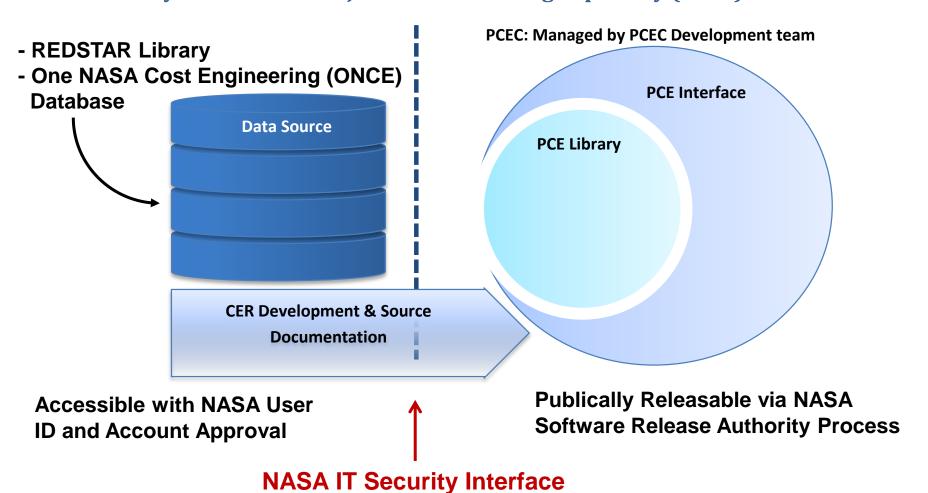
- Transparent and Customizable
- Meet all NASA IT Security Requirements
- Include Documentation and Statistics for all CERs
- Traceable to the NASA Standard WBS
- Separate CER Libraries and Software
- Contain No Data or Links to Databases
- Implement an Agreed-Upon List of NAFCOM Capabilities to Carry Forward



## The PCEC Architecture



### **Key Elements of Project Cost Estimating Capability (PCEC) - Overview**



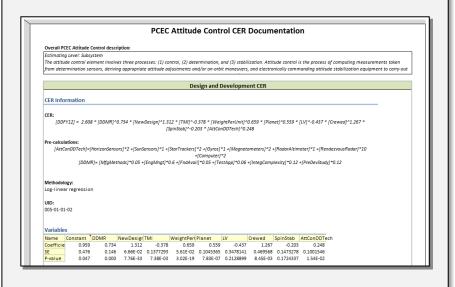


## **PCEC Elements**



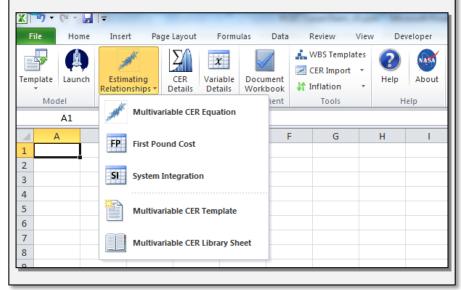
## **PCEC Library**

- Store core cost estimating artifacts (CERs, WBS, Inflation, basic historical mission data)
- Contains NAFCOM12 CERs with associated statistics, as well as NAFCOM WBS templates and other information
- Excel Workbook



### **PCEC Interface**

- Facilitate the use of the PCEC Library information (e.g., inserting CERs, building WBSs) for creating estimates
- Automate redundant estimating processes
- Excel Add-In





## **CER Library Organization**



### Introduction

### General Information

- Variable List
- Variable Influence Tables
- Mission Information
- WBS Dictionary
- Inflation Table
- CER Documentation Help

## WBS Templates

- NASA NPR 7120.5E
- NASA CADRe
- NC12 Earth Orbiting Spacecraft
- NC12 Planetary Spacecraft
- NC12 Uncrewed Spacecraft
- NC12 Crewed Spacecraft
- NC12 Launch Vehicle Stage

### Recommended CERs

- System Level
- Group Level
- Subsystem Level
- Component Level

## Legacy CERs

- Group Level
- Subsystem Level
- Component Level

### **Contents of Each CER Tab**

- CER Documentation
- Cost Calculation
- Risk Calculations



## **CER Interface Organization**



- Microsoft Excel Add-in Workbook (XLAM)
- Provide features to facilitate the integration of project estimating artifacts contained in the PCEC Library into Excel-based cost models
  - Automate Some of the Redundant Processes in Developing a Cost Estimate
  - Custom Tab on Excel's Ribbon
  - VBA based Methods for Formatting and Manipulating Worksheets

## The ribbon contains the following button groups:

### Models/Estimate

- Load and save model templates
- Launch an Estimate to get stared quickly with a custom model
- Insert individual CERs as a few lines or entire preformatted worksheets

### Inform/Document

- Learn more about CERs and variables
- Document and validate CERs used in your workbook

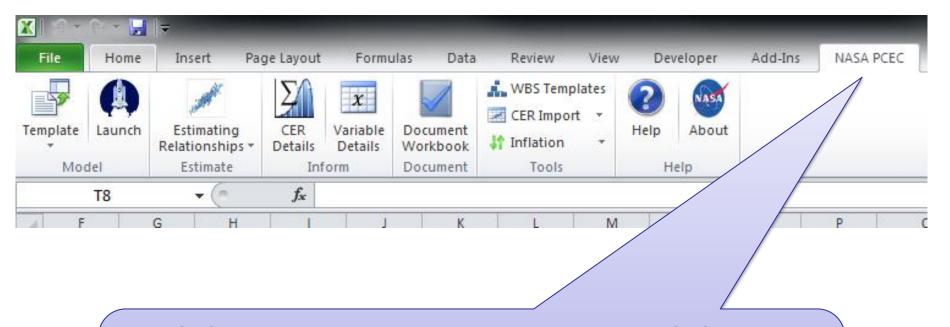
### Tools/Help

- Insert WBS templates, Library worksheets and Inflation information into your workbook
- Use the in-tool Help file to learn more about what the PCEC can do for you



# PCEC v1 Interface Ribbon





# The PCEC Ribbon Tab provides ease of access to all PCEC features, including:

- Cost Estimating Relationships
- Templates and Model Generation
- Documentation and Information

- Work Breakdown Structures
- Inflation tool
- Help



## **Near-Term PCEC Activities**



- Following an Incremental Development Approach to Incorporate Updates over the Next Several Releases (v1.x)
  - Implementation of Uncertainty for First-Pound and System Integration
  - Integration of Outputs from other Excel-based Models: NICM, SOCM, etc.
  - Phasing
  - User-requested Improvements/Updates
  - Under the Hood Enhancements
- Establishment of the PCEC Review & Release Process
- Upload v1 Data and CER Spreadsheets to REDSTAR
- Development of Training Materials and Example Models with Uncertainty/Risk
- Get State Department Approval for General Release!!



## PCEC v2 Challenges



- Integrated Model Construct
  - Integration of Parallel Model Development Efforts
  - Incorporation of Legacy Tools (i.e. NICM)
  - CERs vs. Models
- CADRe vs. Pre-CADRe Data
- Limited Data Sets for Crewed System, Launch Vehicles, and Space Transportation Systems
  - Modeling Development and Production Environments
- Approach to Data Analysis
  - Full Cost Accounting
  - WBS and FBS
  - Cost Allocation by Phase
- Objective vs. Subjective Variables
- Modeling System Level Costs



## **Future PCEC Development**

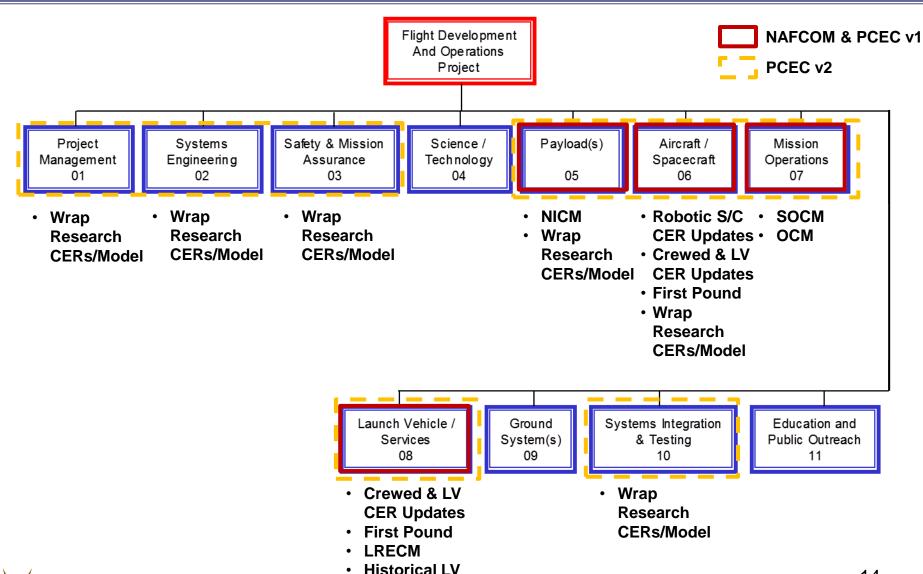


- PCEC Library and Interface v2
  - Changes in the Estimating Framework but...
  - Same Look, Feel, and Operation as the Existing Interface
- Key Changes for v2
  - NASA Standard WBS: Migration away from NAFCOM WBS
  - Space Flight hardware CER updates: New normalizations, new missions added,
     Tailored CERs/Models by Mission Type (robotic, crewed, launch vehicles)
  - New CERs for "wraps": Results of Ongoing PM/SE/MA/I&T Research
  - Inclusion of more Models/Capabilities that Enable Total Life-Cycle Cost Estimating
- New Data Normalization/Analysis and CER Workbooks Uploaded to REDSTAR (and ONCE?)
- PCEC v2 is Planned for Release 1Q FY15



## PCEC v2 & NASA Std WBS





**Price List** 





# **Questions?**



# **Backup**







# **PCEC Library**



# PCEC CER Library CER Documentation (1 of 3)



#### **PCEC Antenna CER Documentation**

CER Name and description of what is being estimated

#### **Overall PCEC Antenna description:**

Estimating Level: Component

The antenna is the part of the uplink/downlink that enables a signal to be transmitted and/or received. There are many different types of antennas, but using one method of categorization four main types can be identified: wire, horn, reflector and array antennas. For spacecraft applications, wire antennas operate chiefly at VHF and UHF frequencies,

#### **Design and Development CER**

#### **CER Information**

CER:

Text versions of the CER and any precalculations

Pre-calculations:

[DDMR] = [MfgMethods]\*0.05 + [EngMngt]\*0.6 + [FndAvail]\*0.05 + [TestApp]\*0.06 + [IntegComplexity]\*0.12 + [PreDevStudy]\*0.05 + [IntegComplexity]\*0.05 + [IntegComplexity]\*0.05 + [IntegComplexity]\*0.12 + [IntegComplexity]\*0.05 + [IntegCom

Methodology:

Log-linear regression

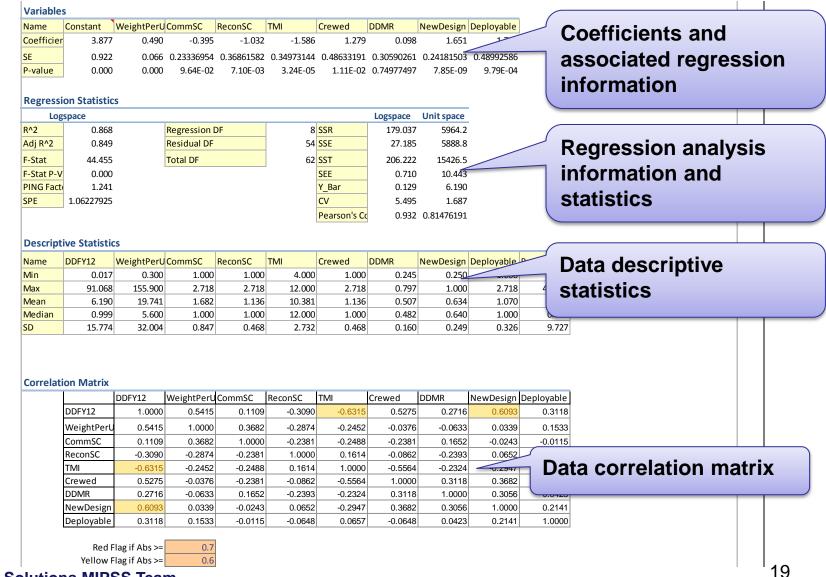
UID:

016-01-01-01



## **PCEC CER Library CER Documentation (2 of 3)**







# **PCEC CER Library CER Documentation (3 of 3)**

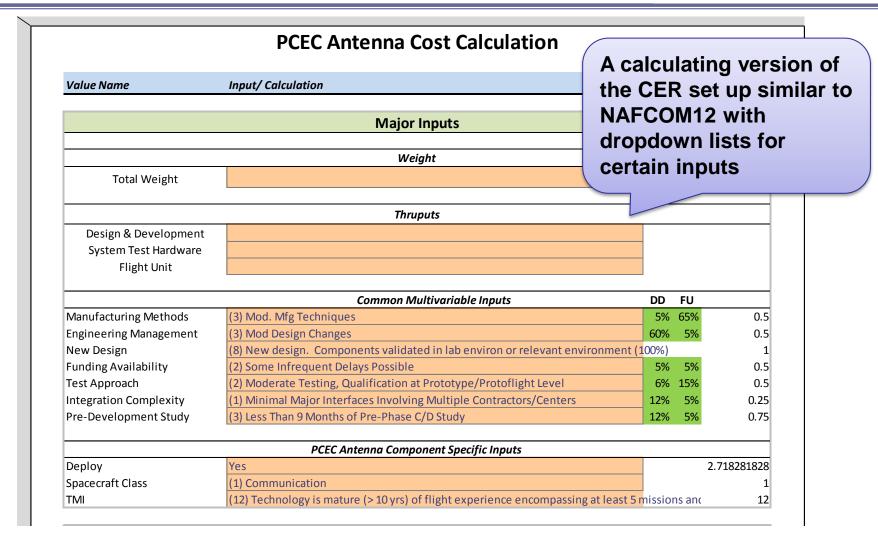


AE-3 AMPTE-CCE Apollo LM ATS-6 Chandra	DMSP-5D DMSP-5D3 DSCS-II DSCS-IIIA DSP	GPSMYP HEAO-1 INTELSAT-IV LRO MARISAT	NATO III OMV OSO-8 P78 SMS-1	TDRSS TOPEX UFO			ons whose for regres		was
CRRES	GPS-IIR	Mars Pathfinder	TACSAT						
Variable Descrip	otions								
INPUTS:									
<u>Name</u>	<b>Brief Desciption</b>						Possible Values		
WeightPerUnit	Weight Per Unit: 1	Weight of each unit (pound	ls)				pounds, 0+		
CommSC	Communication S	pacecraft: Denotes whethe	er the space craft class i	s Communication			1 if No, =EXP(1) if Yes.		
ReconSC	Recon Spacecraft:	: Denotes whether the space	ecraft class is Reconna	issance					
TMI	TMI: Technology I	Maturity Index of the elem	ent			Variah	le descrip	tione	
Crewed	Crewed: Denotes	whether system is Crewed	l			variab	ne descrip	LIOIIS	
NewDesign	New Design: Ratio	ng based on the amount of	new design expected t	for a subsystem					
Deployable	Deployable: Deno	otes whether the antenna i	s deployable						
MfgMethods	Manufacturing Me	ethods: Rating that denote	s the degree of use of a	advance manufacturing	techniques		0-100% (Decimal in [0-1])		
ngMngt	Engineering Mana	agement: Rating based on t	he level of engineering	g management for the s	ystem.		0-100% (Decimal in [0-1])		
ndAvail	Funding Availabil	ity: Rating that reflects the	anticipated funding av	ailability for the systen	1		0-100% (Decimal in [0-1])		
TestApp	Test Approach: Ra	ating based on the level of	testing be conducted o	n the system			0-100% (Decimal in [0-1])		
ntegComplexity	Integration Comp	olexity: Rating based on the	expected number of in	nterfaces involving mul	tiple contracto	rs and/or centers	0-100% (Decimal in [0-1])		
PreDevStudy	Pre-Developmen	t Study: Rating based on th	e amount of the study	efforts that were/are b	ing conducted	prior to the start o	of 0-100% (Decimal in [0-1])		
CALCULATED:									
Name	Brief Desciption						Possible Values		
DDFY12		& Development (D&D) Cost	in fiscal vear 2012 milli	ons of dollars (FY12 SM	)		FY12 \$M, 0+		
DDMR		Rating: Design and Develor			***************************************		0-100% (Decimal in [0-1])		
Model Uncertai	nty Analysis Inform	ation							
Prediction Interval	Distribution								
	Distribution: T-Dis	stribution							
Degr	rees of Freedom: 54								
Squared Design Ma	g								
Constan			99664 144.158187 4.9			,			
WeightF	PerU 117.48375 375.	449975 64.4989148 1.61	40661 260.121996 8.3	1594564 -88.30710	Hnoo	rtainty	informati	on	
CommSo	5	989148 24.9999664	0 54.4618716		Unice	laility	informati		
ReconSC	4.99999664 1.6	0 4.999	99327 12.4245249	0 -5.0598765					
TMI	9	121996 54.4618716 12.42	45249 337.932302 8.0						
Crewed	4.99999664 8.31	.594564 0	0 8.05069797 4.9	9999327 -1.8516953					
DDMR	5		98765 -107.51333 -1.		7.8983275 -1.	i			
NewDes	· 1		31434 -81.040663	0 27.8983275 3		\$			
ons WHP	<b>2169314584</b> 7.97	083671 0 99999865	0 6.44958287	0 -1.7987906 -	0.3302715 2.4	8045032			



# PCEC CER Library CER Calculation (1 of 2)

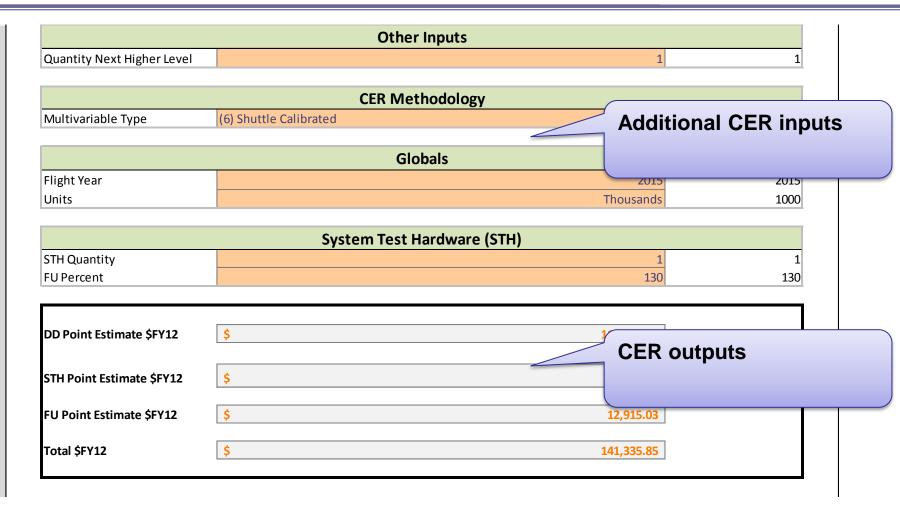






# PCEC CER Library CER Calculation (2 of 2)

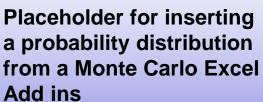






# PCEC CER Library Uncertainty Calculations





Uncertainty Adjusted Cost Estimate
timate from the Cost Calculation section and a probability distribution function
te a range of cost values. This can be used directly in a Monte Carlo simulation

T-Distribution

A calculating version of modeling uncertainty.

Standard Error Factor: 1.031
Log space Point Estimate: 4.715
Uncertainty Adjusted Log Space Estimate: 4.715
Uncertainty Adjusted Unit Space Estimate: \$ 111.63
Uncertainty Adjusted Cost Value \$FY12: \$ 111,631.29

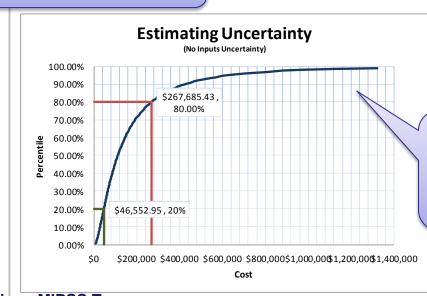
Distribution type:

Takes point estimate from previously discussed Cost Calculation section

# Outputs can be used in directly in a Monte Carlo model

#### ssion Error Cumulative Distribution Function

error surrounding the current point estimate from the Cost Calculation section.



S-Curve F	Percentiles
20%	\$ 46,552.9
80%	\$ 267,685.4
Percentile	Cost \$FY12

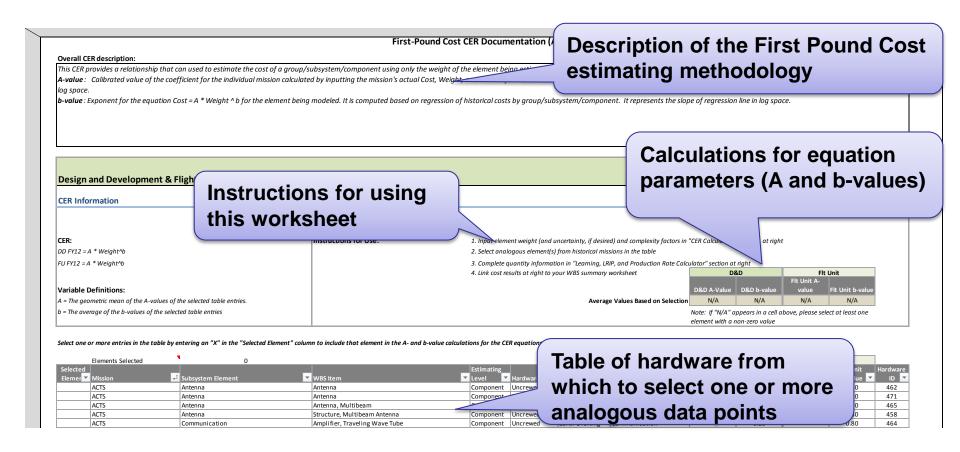
This section shows uncertainty around the current point estimate as a CDF and at certain percentiles

80%	\$ 267,685.4
90%	\$ 425,312.7



# PCEC CER Library First Pound Cost (1 of 2)

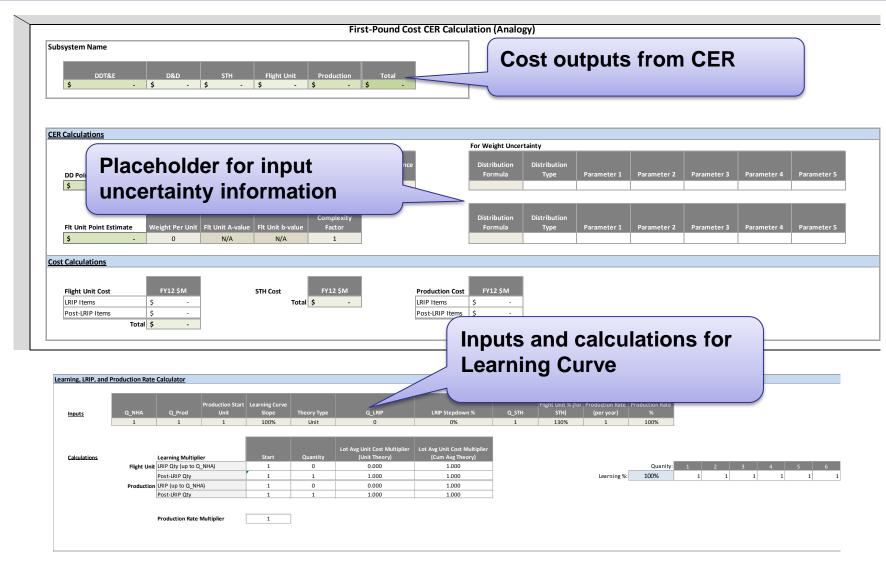






# PCEC CER Library First Pound Cost (2 of 2)

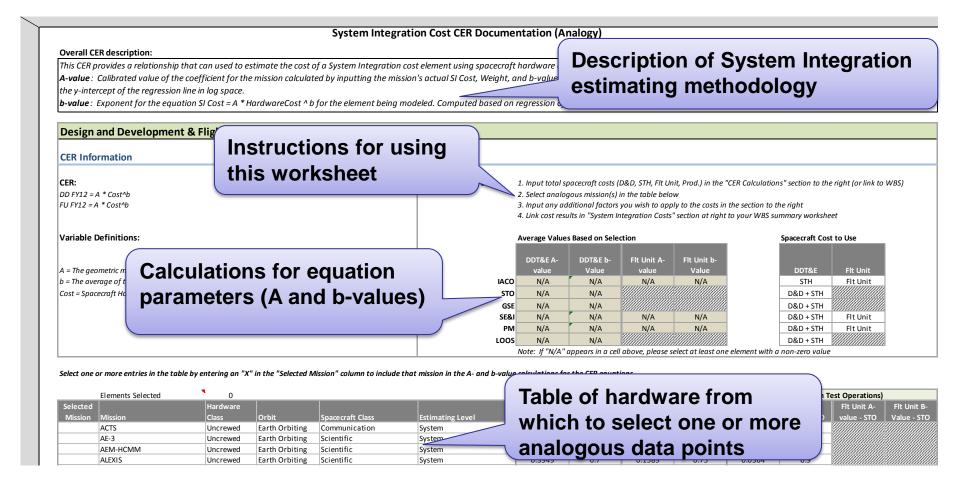






# PCEC CER Library System Integration (1 of 2)

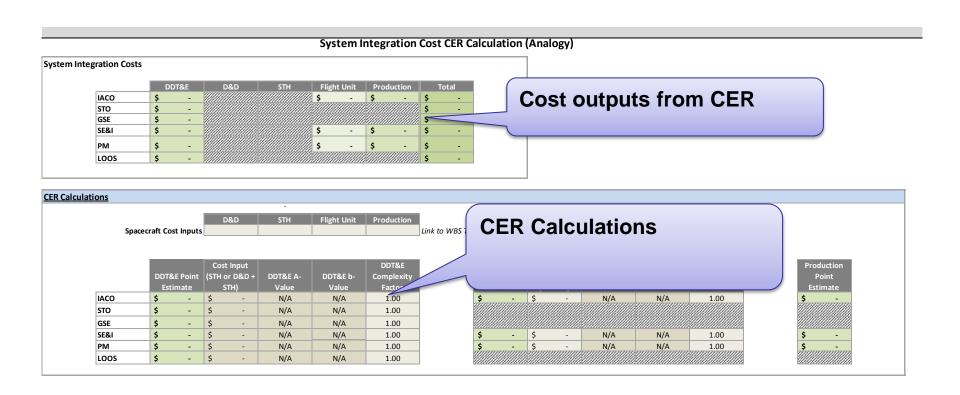






# PCEC CER Library System Integration (2 of 2)









## **PCEC Interface**



Cost

# PCEC Interface Templates



Structured for CER Inputs CER Output Summary for DDT&E, D&D, STH, Flight Unit, Production and Total

Structured for CER Inputs
Multivariable CER FU and
DD sections with variable
input information and CER
formula references in place

DDT&E   D&D   STH   Flight Unit   Production   Total	PCEC	Power	Distribution									
\$ 11.021 \$ 11.021 \$ - \$ - \$ 11.021			DDT&E	D	&D	9	тн	Flig	tht Unit	Pro	oduction	Total
		\$	11.021	\$	11.021	\$	-	\$	-	\$	-	\$ 11.021

Calcul	ation_							
PCE	EC Power					DD Management	Manufacturing	Engineering
Dist	tribution DD	Weight Per Unit	Launch Vehicle	Crewed	New Design	Rating	Methods	Management
\$	11.021	1000	1	1	0.75	0.534	0.8	0.56
		9.8593E-06	1.00602E-05	0.018137938	0.000862701	0.050984275		
		pounds, 0+	1 if No, =EXP(1) if	1 if No, =EXP(1) if	0-100% (Decimal	0-100% (Decimal	0-100% (Decimal	0-100% (Decima
			Yes.	Yes.	in [0-1])	in [0-1])	in [0-1])	in [0-1])
		Uncertainty Adj.					Degrees of	
		Prediction	SSE Adjusted	Adjustment Factor	SEE	T-Distribution	Freedom	
		11.02053177	0.690063994	1.071588041	0.643963881		31	
	Notes:							
PCE	EC Power						FU Management	Manufacturing
Dis	tribution FU	Weight Per Unit	Launch Vehicle	Crewed	New Design	Planetary Rating	Rating	Methods
\$	-	1000	1	1	0.75	1	0.738	0.8
		4.66569E-05	0.03926264	0.005373827	0.026690061	0.091531793	0.924792728	
		pounds, 0+	1 if No, =EXP(1) if	1 if No, =EXP(1) if	0-100% (Decimal	1 if No, =EXP(1) if	0-100% (Decimal	0-100% (Decima
			Yes.	Yes.	in [0-1])	Yes.	in [0-1])	in [0-1])
		Uncertainty Adj.	SSE Adjusted	Adjustment Factor	SEE	T-Distribution	Degrees of	
		#NUM!	#NUM!	#NUM!	0.621478963		30	
	Notes:							

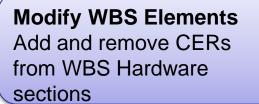
#### **Additional Calculation Sections**

Sections for calculating Learning, LRIP, and Production Rate based on CER inputs

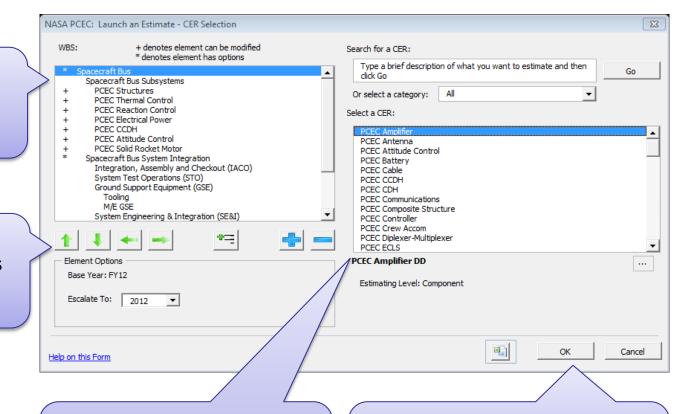


## PCEC Interface Launch an Estimate





# Tailor WBS Hierarchy Create summary elements and sub-elements to tailor WBS



### **CER Search**

Search PCEC CERs by keyword or category for inclusion in WBS

### Launch an Estimate

Create estimate that includes the created WBS with links to the selected CERs



# PCEC Interface Search CER Library

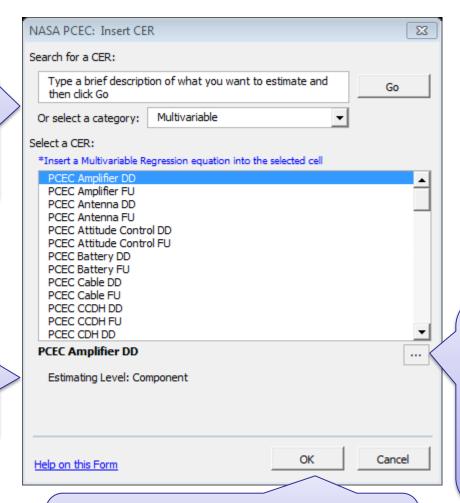


#### **CER Search**

Search PCEC CERs by keyword or categories such as: Level, WBS, or Methodology

### **CER Description**

See detailed information about the selected CER



## **CER Description**

Proceed to the next step in entering a CER into your model

# Multivariable CER Info

View detailed info about CER including statistics and documentation



# PCEC Interface Insert Multivariable CER

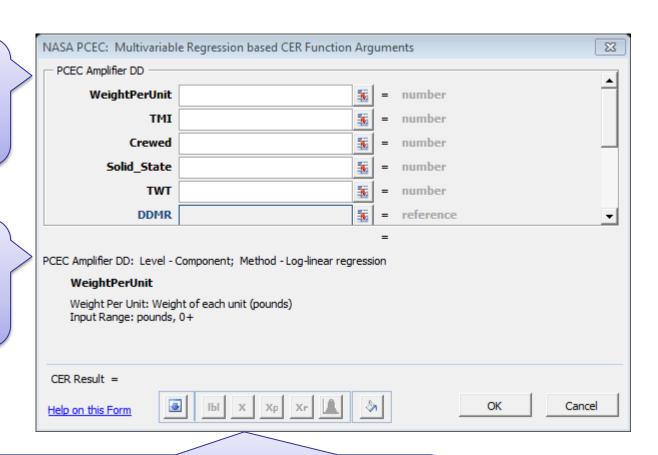


### **Multivariable CER Inputs**

Input values into CERs as values or references to cells

### **Input Descriptions**

View context sensitive information about the selected input variable



### **Output Options**

Specify what information to output with the CER as well as format choices and uncertainty calculations





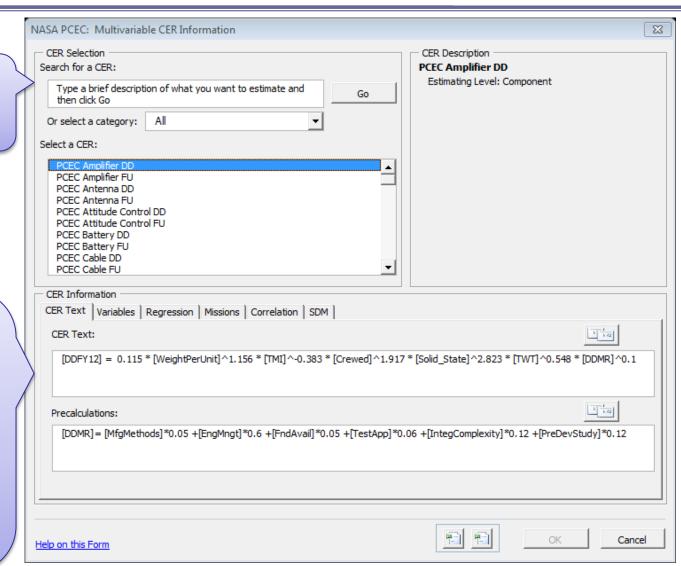
# PCEC Interface CER Details



CER Search
Search PCEC CERs by
keyword or category

#### **CER Information**

View detailed information for Multivariable CERs including: Equation Text, Variable Info, Regression Statistics, Included Missions, Variable Correlation, and Uncertainty Info





# PCEC Interface Variable Information

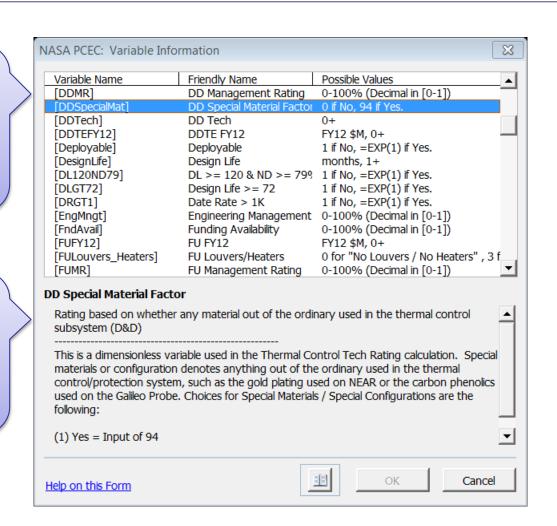


#### Variable Information

View critical information about CER variables such as Name, Friendly Name, and range of possible input values

### **Variable Description**

View variable definition and a detailed description of how input Values impact a CER output





# PCEC Interface Document Workbook



**CER Document Table** 

View a table of all CERs included in the workbook. The table contains links to CER Documentation and the CER's cell location in the workbook

Estimating Relationship Documentation Report created at: 5/12/2014 3:55:15 PM

Estimating Relationship Name	Worksheet	▼ Address	▼ Valid ▼
PCEC Amplifier DD	Sheet1	<u>\$B\$2</u>	TRUE
PCEC Structures DD	PCEC Structures CER	\$C\$13	TRUE
PCEC Structures FU	PCEC Structures CER	<u>\$C\$35</u>	TRUE
PCEC Thermal Control DD	PCEC Thermal Control CER	\$C\$13	TRUE
PCEC Thermal Control FU	PCEC Thermal Control CER	<u>\$C\$35</u>	TRUE
PCEC Reaction Control DD	PCEC Reaction Control CER	\$C\$13	TRUE
PCEC Reaction Control FU	PCEC Reaction Control CER	<u>\$C\$35</u>	TRUE
PCEC Electrical Power DD	PCEC Electrical Power CER	\$C\$13	TRUE
PCEC Electrical Power FU	PCEC Electrical Power CER	<u>\$C\$35</u>	TRUE
PCEC CCDH DD	PCEC CCDH CER	\$C\$13	TRUE
PCEC CCDH FU	PCEC CCDH CER	<u>\$C\$35</u>	TRUE
PCEC Attitude Control DD	PCEC Attitude Control CER	\$C\$13	TRUE
PCEC Attitude Control FU	PCEC Attitude Control CER	<u>\$C\$35</u>	TRUE
PCEC Solid Rocket Motor DD	PCEC Solid Rocket Motor CE	R <u>\$C\$13</u>	TRUE
PCEC Solid Rocket Motor FU	PCEC Solid Rocket Motor CE	R <u>\$C\$35</u>	TRUE
PCEC Power Distribution DD	PCEC Power Distribution CER	\$C\$13	TRUE
PCEC Power Distribution FU	PCEC Power Distribution CER	\$C\$35	TRUE

#### **CER Documentation**

CER documentation contains the following information about Multivariable CERs: CER Description, Equation Text, Variable Information, Regression Statistics, and Descriptive Statistics,



# PCEC Interface Insert WBS



#### Select WBS

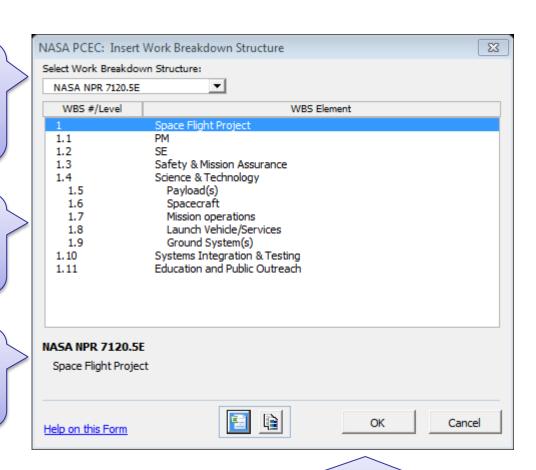
Select WBS from all WBS available in the PCEC library

#### **WBS View**

View the elements of the selected WBS

### **Element Description**

View the elements of the selected WBS



### **Insert WBS**

Insert WBS as a new worksheet or as a list of values in a specified location



# PCEC Interface Inflation



	4																	
					NASA	NEW	STAR	TINF	LATIO	N IND	EX(	ACTU	ALS T	HRU	Septe	embe	r <b>201</b> 3	3)
YEAR	1959	<u>1960</u>	1961	1962	<u>1963</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>	<u> 1967</u>	1968	1969	1970	<u>1971</u>	1972	1973	1974	<u>1975</u>	1976
INFL.RATE	4.0%	4.3%	3.2%	4.0%	3.5%	4.5%	3.4%	6.0%	4.9%	5.4%	5.7%	6.9%	6.3%	5.7%	5.7%	7.2%	10.8%	9.0%
FACTORS	1.040	1.043	1.032	1.040	1.035	1.045	1.034	1.060	1.049	1.054	1.057	1.069	1.063	1.057	1.057	1.072	1.108	1.090
FROM 1959	1	1.043	1.0764	1.1194	1.159	1.2107	1.2519	1.327	1.39205	1.4672	1.5509	1.6579	1.762	1.863	1.969	2.111	2.339	2.549
FROM 1960		1	1.032	1.0733	1.111	1.1608	1.2003	1.2723	1.33466	1.4067	1.4869	1.5895	1.6897	1.786	1.888	2.024	2.242	2.444
FROM 1961		}	1	1.04	1.076	1.1248	1.1631	1.2329	1.29328	1.3631	1.4408	1.5402	1.637	1.731	1.829	1.961	2.173	2.368
FROM 1962		1		1	1.035	1.0816	1.1183	1.1854	1.24354	1.3107	1.3854	1.481	1.5743	1.664	1.759	1.886	2.089	2.277
FROM 1963		{			1.000	1.045	1.0805	1.1454	1.20148	1.2664	1.3385	1.4309	1.521	1.608	1.699	1.822	2.019	2.200
FROM 1964	-	1				1	1.034	1.096	1.14975	1.2118	1.2809	1.3693	1.4556	1.539	1.626	1.743	1.932	2.105
FROM 1965		}				1	1	1.06	1.11194	1.172	1.2388	1.3243	1.408	1.488	1.573	1.686	1.868	2.036
FROM 1966		}						1	1.049	1.1056	1.1687	1.2493	1.328	1.404	1.484	1.591	1.762	1.921
FROM 1967		1							1	1.054	1.1141	1.1909	1.266	1.338	1.414	1.516	1.680	1.831
FROM 1968										1					1010			

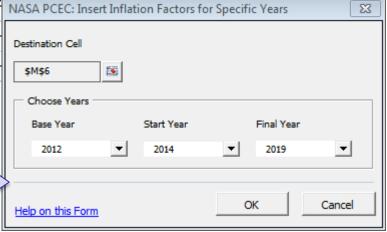
FROM 1969 FROM 1970 FROM 1971 FROM 1972 FROM 1973

### **Inflation Table**

Insert the NASA NEW START INFLATION INDEX table as a new worksheet in the workbook

#### **Inflation Factors**

Specify a range of years to return a subset of the inflation table





# PCEC Interface Insert Library Worksheets



### **Library Worksheets**

Generate PCEC Library worksheets as new worksheets in the workbook or as worksheets in a new workbook

$\Box$	Available Library Worksheets
☑	Variable List
☑	Inflation Table
	First Pound Cost (Analogy)
	First Pound Cost (Database Average)
☑	System Integration (Analogy)
☑	System Integration (Database Average)
$ \mathbf{v} $	PCEC Amplifier
	PCEC Antenna
	PCEC Attitude Control
╚	PCEC Battery
Ш	PCEC Cable
Ш	PCEC CCDH
Ш	PCEC CDH
	PCEC Communications



# PCEC Interface In-Tool Help File



